

# Influence of Manager's Support in Career Planning and Development on Creating Employees' Positive Attitude towards Organization

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## Abstract

McKinsey's hot pursuit for talent has triggered diverse studies in talent management. Managing and retaining talented people have become the greatest challenge for employers. Managers, seen as superiors as well as the organization's representative, are the closest link to human assets. As change makers, managers who nurture a positive culture in an organization, benefit the organization in the long-term. To bring about positive changes in the organization, we propose that managers' positive involvement in career planning and skills training would inculcate a positive attitude towards the organization and enhance employee development. A systematic probe of IT professionals, using structural equation model, shows that managers involvement in career planning and employee development have a sustained effect on fostering positive attitude towards an organization.

**Key words:** Positive Attitude, Career Development, Career Planning, Employee Development.

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## INTRODUCTION

Employees are undeniably important for the success and competitiveness of an organization (Saari & Judge, 2004). Changing people's attitude towards an organization has never been easy, as motivating them becomes the greatest challenge for the organization (Lee & Bruvold, 2003). Such missions can be accomplished only through unflinching tenacity, to keep workers happy and satisfied. Workplace attitudes are developed towards one's job or an employer through work situations, which can be dealt through organizational programs and management practices (Saari & Judge, 2004). Employee's behavioral attitude could be shaped through linking organizational and employees' goals (Arthur, 1994). Another approach to deal with employee's behavior and attitude is through launch of employee development programs (Huselid, 1995).

Further it was found that lack of career growth in an organization, and propitious external opportunities were the prime factors for well-seasoned personnel leaving their previous organization. We propose a model, which proffers that manager's involvement in employee's career planning and development (ECPD), Employee development (ED) and on-the-Job opportunity (OJO) would facilitate a sustained positive attitude towards an organization.

## POSITIVE ATTITUDE TOWARDS ORGANIZATION

Workplace attitude is primarily a mindset, ensued from one's commitment to a course of action in an organization; it is dependent on the relationship between an organization and its employees. (Meyer & Allen, 1950) (Knippenberg & Sleebos, 2006). Employees' positive emotions and psychological capital - hope, efficacy, optimism and resilience influence their attitudes that result in high engagement attitudes (Avey, Wernsing, & Luthans, 2008). The capability of individuals to achieve specified performance targets and related results, termed as efficacy, have an impact on their motivation (Pajares, 1996) (Bandura, 1982). Positive emotions stimulate task activity, persistence and cognitive functioning of employee performance, thereby benefitting the organization achieve its goals (Staw, Sutton, & Pelled, 1994). Work attitudes affect decisions on staying in or leaving an organization, either to lured into anti-social behavior or to participate in productive work (Ashkanasy & Daus, 2002). Job satisfaction, organizational commitment, supervisor's support, and work group trust contribute towards workplace attitude (Luthans & Sommer, 1999). Manager's involvement in career planning and development of employee's was studied as supervisor's support. We posit that manager's involvement in career planning and development would foster positive attitude among employees towards an organization.

H<sub>1</sub>: Employees sustain positive attitude towards an organization as its managers feel committed to and get more involved in career planning and development of their employees.

### CAREER PLANNING AND DEVELOPMENT

Career is related to the experience gained from work, over a person's span of work life (Hall, 1987). The subjectivity and objectivity of a career, i.e. how an individual perceives his or her career and views the positions held, represent an individual's professional journey over an elapsed period. The career journey, through a social structure linking individuals and organizations at micro and macro levels, focuses on decision making, motivation, manager-subordinate coaching and mentoring (Hughes, 1937) (Hall, 1987). Mentoring individuals, by offering role-modeling, counseling, and friendship, nurture their professional development, cultivating a sense of professional identity and competence (Kram K. E., 1988) (Kram & Isabella, 1985). *Career planning* is both an individual and an organization's effort and responsibility to plan, manage and influence the career path, for attainment of personal and professional goals (Thornton, 1978). Career planning programs help professionals identify their career goals and inspire them to qualify for advancements, to be competitive in the vibrant labor market (Rothwell, Jackson, Ressler, & Maureen Connelley Jones, 2015). Human resource development (HRD) is closely connected with career development. Career development is a process where one attains job opportunities consistent with one's interests, skills, abilities and aspirations (Bachhuber & Harwood, 1978). Career development interventions are an organization's affirmative actions like developing strategies, and policies emphasizing programs on career planning and career path, to facilitate employees in handling careers and help organizations to meet their goals (Russell, 1991). Pursuit of career goals uphold meaning and direction to an individual's life, and when successful, the outcome promotes the person's welfare and well-being; in contrast, failed outcomes are associated with distress (Lent & Brown, 2008) (Erikson, 1959). "Feedback information is used to alter behavior and improve performance. Performance feedback of employees has a greater contribution towards their personal development. Feedback acts as a basis for identification of one's strengths and weaknesses and setting goals. The necessity of supervisors support in the form of feedback is higher for learning and career development of employees" (Brutus, 1999) (Kidd, 2001). Here this study proclaims that managers involvement in career planning and development has a positive effect on employee development.

H<sub>2</sub>: Higher the manager's involvement in career planning and development, noticeably higher is the employees' development in the organization.

### EMPLOYEE DEVELOPMENT

Employee development is a long-term process of personal and professional growth where individuals acquire the competency necessary to perform to their fullest potential, in concert with the organizational goals (London, 1989) (Jacobs & Washington, 2003). Employee development adds to the competitive advantage of an organization. Participation of employees in the development process could be augmented through awareness of opportunity and by managing them to develop a positive attitude towards the opportunity (Hurtz & Williams, 2009). Studies have shown that HRD practices nurture employee engagement, reaffirm organizational commitment, and bring down turnover intention (Shuck, Twyford, Jr., & Shuck, 2014) (Benson, 2006). Organization's investment in employee training contributes to employee development (Kostera, Gripb, & Fouarge, 2011). Efforts by organizations to develop their managers, motivate their commitment to the organization and develop their subordinates (Tansky & Cohen, 2001). Here we propose that management's involvement in employee's career development enhances employees' attitudes towards organization in a positive direction.

H<sub>3</sub>: *Employee's development through manager's support engenders a positive attitude among employees towards an organization.*

H<sub>4</sub>: On the job opportunity offered to enhance employee's performance, elevates positive attitude towards organization among employees.

### PROCEDURE AND DESCRIPTIVE STATISTICS OF DATA

Data were collected through survey among 405 IT professionals. Of the respondents 67.5 % are male, and the average age of respondents was 30 years. 64 % of the respondents have a cumulative professional experience of above 4 years. It was notable that about 71.2 % of the respondents have served at least one organization prior to their current organization, out of which 17 % have served more than 2 organizations. prior to their current organization.

Structural equation model (SEM) was used for testing the hypothesis of the study. The study has progressed at 3 levels. First exploratory factor analysis was performed to explore the factors. At the second level, to confirm the structure of the data, Confirmatory factor analysis was performed. In the final level proposed hypothesis were tested by running SEM.

### MEASUREMENT

All the assessments were rated on a five-point scale from 'strongly disagree' (1) to 'strongly agree' (5).

The following queries were probed in order to appraise the impact of manager's involvement in career planning and development of employees: (i) Manager's assistance in

identification of career goals, (ii) Manager's help in selection of career path (alignment of career goals with organizational goals), (iii) Manager's timely feedback (identification of employee's strengths and weaknesses), (iv) Manager's approach in the achievement of career goals, (v) Manager helps in setting goals consistent with performance appraisal.

*On-the-job opportunity given to employees:* To gauge the opportunities offered to employees at workplaces, items like (i) Opportunity to fill in manager's position, (ii) Opportunity to serve as a back-up contact, (iii) Opportunity to take on leadership role in the organization, (iv) Opportunity to participate in decision-making, (v) Opportunity to implement your suggestions at work, were surveyed on the 5-point scale.

*Employee development:* Employee development was analyzed by probing each employee's personal experience on issues like, (i) understanding and familiarity towards subject area has increased, (ii) skills needed to perform my job has increased, (iii) job performance has increased, (iv) desire/willingness to achieve individual and organizational goal has increased.

*Positive attitude towards organization:* Employee attitudes were evaluated perusing metrics like, (i) I am confident that my manager would support and help me to confront any situation, (ii) my organization treat everyone warmly and encourage a cordial relation among people, (iii) I am greatly faithful and allegiant towards my organization, (iv) I am highly dedicated towards achieving organizational goals and (v) I wish to continue in the organization for a longer period.

**ANALYSIS**

Principal component analysis (PCA) is a statistical method to derive unidimensional factors by orthogonal transformation of a set of observations. Cronbach's alpha confirms the measures of unidimensional components by testing the internal consistency of items in the group (Cronbach, 1951) (Cortina, 1993). Exploratory Factor Analysis (EFA) was performed (see Table 2) to develop and refine the instrument scale and to explore relation among variables to build theory ( Reio & Shuck, 2014). EFA was conducted for all the surveyed items together and has used principal component analysis (PCA) with varimax rotation. The sampling adequacy was measured for the twenty variables together, using Kaiser-Meyer-Olkin (KMO); this measure reported a marvelous value (see table 1) of 0.923 (Kaiser & Rice, 1974). Bartlett's test of sphericity showed significance at  $p < 0.05$ ,  $\chi^2 = 8293.592$ ,  $df = 190$ . Reliability of the sampled data for the 20 variables was established with Cronbach's alpha ( $\alpha$ ) value of 0.929; all the variables were found to be positively inter-correlated (see Table 1), and it is notable that the correlation between On the Job opportunities for employees and 'positive attitude towards organization' was minimal.

EFA revealed (see Table 3) high extraction communalities for all the variables and loading above 0.60 for all the factors. The EFA analysis is better when a higher percentage of the total variance is explained by factor solution (Tinsley & Tinsley, 1987) and where the eigenvalue of the criterion for retaining components are greater than 1 (J.Floyd & Widaman, 1995). 79.38 % of the total variance associated with each component was explained by four components, with Eigenvalues of 9.165, 3.684, 1.931 and 1.097 (see table 4). Factor loadings for all the variables were high (above 0.5). The internal consistency, sample adequacy and homogeneity test for the data were excellent (see table 2) as Cronbach's value of alpha for reliability statistics is 0.936, KMO = 0.902, and Bartlett's Test of Sphericity is significant at  $p < 0.05$ ,  $\chi^2 = 2096.468$ ,  $df = 15$ , for 6 items measuring Managerial Involvement in Employee's Career Planning and Development. Items like Opportunities to fill in a manager's position, serve as a back-up contact, take on leadership role in organization, participate in decision making, and Implementation of employee suggestions at work, were loaded together and considered as the factors contributing towards opportunity at workplace for employees (OPWE). The statistical measures are satisfied (see table 2) at  $\alpha = 0.922$ ,  $KMO = 0.869$  and *Bartlett's Test of Sphericity significant at  $p < 0.05$ ,  $\chi^2 = 1 692.061$ ,  $df = 10$* . The third construct, employee development (ED), is both an exogenous (independent)and endogenous variable (dependent). Observed factors like Understanding and familiarity towards work, Knowledge skills needed to perform a job, increase in job performance and Desire or willingness to achieve individual and organizational goal, contribute towards the ED construct. The factor analysis report was satisfactory (see table 2) at  $\alpha = 0.906$ ,  $KMO = 0.830$  and *Bartlett's Test of Sphericity significant at  $p < 0.05$ ,  $\chi^2 = 1 272.498$ ,  $df = 6$* . In the final construct, 'Positive attitude towards organization', the items like Confidence in manager's support and help, Cordial relations among people, Faith and allegiance towards organization, Dedication towards organizational goals and Continuance in the organization for a longer period showed a reliable and sampling adequacy at  $\alpha = 0.957$ ,  $KMO = 0.881$ , and *Bartlett's Test of Sphericity was significant at  $p < 0.05$ ,  $\chi^2 2 534.487$ ,  $df = 10$* .

**Table 1:** Measure of reliability of sample data and strength of relationship among variables

Cronbach's Alpha		KMO	Bartlett's Test of Sphericity		
A	N	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Chi-Square	df	Sig.
0.93	20	0.92	8293.59	190	0.000

N – number of items, df – degrees of freedom, sig. – significance level.

**Table 2:** Measure of reliability of sample data and strength of relationship among variables

CONSTRU CT	KMO	Bartlett's Test			Reliability Test	
		Chi-square	df	Significance	$\alpha$	N
MIECPD	0.902	2096.468	15	0	0.936	6
OJO	0.869	1692.061	10	0	0.922	5
ED	0.83	1272.498	6	0	0.906	4
PAO	0.881	2534.487	10	0	0.957	5

Kaiser Meyer Olkin (KMO) – measure of sampling adequacy, a value greater than 0.5 is acceptable and a value nearing 1 is meritorious and marvelous; Bartlett's Test of Sphericity – test for homogeneity of variance; Cronbach alpha ( $\alpha$ )- internal consistency reliability. MIECPD – manager's involvement in employees career planning and development, OJOE – on the job opportunity for employees, ED -employee development and PAO – positive attitude towards organization.

**Table 3:** Relation between variables before rotation and rotated factor matrix

Communality		Components			
		1	2	3	4
MIECPD1	0.720	0.801			
MIECPD2	0.762	0.823			
MIECPD3	0.796	0.854			
MIECPD4	0.745	0.793			
MIECPD5	0.781	0.813			
MIECPD6	0.755	0.820			
OJO1	0.634			0.780	
OJO2	0.825			0.901	
OJO3	0.833			0.909	
OJO4	0.841			0.910	
OJO5	0.708			0.841	
ED1	0.841				0.796
ED2	0.886				0.830
ED3	0.859				0.813
ED4	0.594				0.550
PAO1	0.898		0.886		
PAO2	0.897		0.886		
PAO3	0.897		0.859		
PAO4	0.866		0.826		
PAO5	0.738		0.728		

Communalities: relation between and all other variables before rotation, Components: factors extracted using principal component analysis with varimax rotation.

**Table 4:** Variance Explained by each variable

Factor	Eigenvalue	% of Variance	Cumulative %
1	9.165	45.823	45.823
2	3.684	18.419	64.242
3	1.931	9.654	73.897
4	1.097	5.487	79.384*
5	0.527	2.636	82.02
6	0.476	2.379	84.399
7	0.438	2.189	86.588
8	0.383	1.914	88.502
9	0.323	1.615	90.117
10	0.29	1.451	91.568
11	0.249	1.244	92.813
12	0.234	1.17	93.983
13	0.217	1.085	95.068
14	0.202	1.012	96.079
15	0.192	0.962	97.041
16	0.174	0.872	97.912
17	0.133	0.667	98.58
18	0.12	0.601	99.181
19	0.087	0.434	99.614
20	0.077	0.386	100

Eigenvalue > 1 is the criteria for the factor to be useful.

\* total variance explained by 4 factors.

**CONFIRMATORY FACTOR ANALYSIS**

Confirmatory factor analysis (CFA) is a theoretical technique used to confirm the data structure of a hypothetical model (Schreiber, Stage, & King, 2006), in order to test the proposed hypothetical model of managing employees' positive attitude towards an organization. In the first phase of testing, validity of the theoretically related constructs (MIECPD, ED, OJOE, PAO) were tested using convergent validity and discriminant validity. Convergent validity (convergence between constructs) was tested with composite reliability (CR) and Average variance extracted (AVE). Correlation between all the four constructs was positive (see table 5) and the highest relationship i.e., correlation of 0.702 was reported between ED and PAO, whereas OJOE showed a much lower correlation with other constructs (0.115, 0.110 & 0.190 for ED, MIECPD & PAO respectively). The CFA loading factor, ( $\lambda$ ), of all the items were loaded highly (see table 6). The estimated CR values for the entire constructs were above 0.70 and that of AVE was above 0.50 (see Table 5). This confirms that the scale measures used in the study satisfies validity of convergence. To check the discriminant validity, Maximum shared value (MSV), Average shared value (ASV) and square root of AVE were computed. The result shows that the validating criteria of MSV < AVE, ASV < AVE and square root of AVE greater than inter-construct correlations, are satisfied.

**Table 5:** Test for Convergent validity and Discriminant validity of the constructs

	CR	AVE	MSV	ASV	MaxR(H)	ED	MIECPD	PAO	OJO
ED	0.913	0.727	0.493	0.303	0.935	0.853**			
MIECPD	0.924	0.708	0.402	0.262	0.925	0.634*	0.842**		
PAO	0.958	0.821	0.493	0.292	0.965	0.702*	0.590*	0.906**	
OJO	0.922	0.705	0.036	0.020	0.944	0.115*	0.110*	0.190*	0.839**

Legend: \* correlation among variables; \*\*square root of AVE. CR - composite reliability, AVE - Average variance extracted, MSV - Maximum shared value, ASV - Average shared value.

**Table 6:** Factor loadings in Confirmatory Factor Analysis

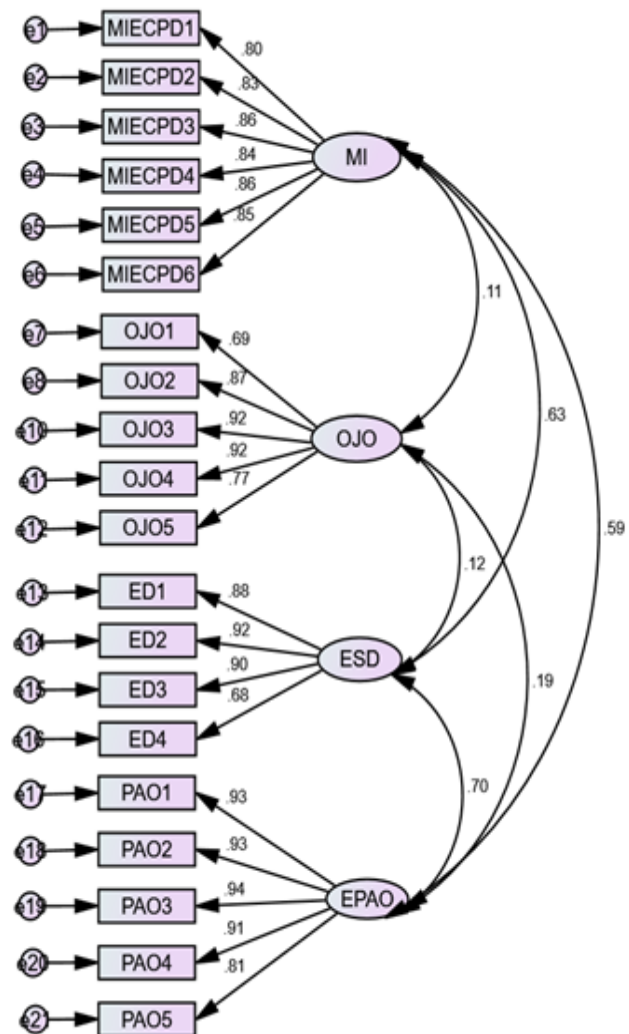
Construct	Item	Loading (λ)
Manager's Involvement in Employee Career Planning Development	MIECPD1	0.805
	MIECPD2	0.833
	MIECPD3	0.863
	MIECPD4	0.842
	MIECPD5	0.864
	MIECPD6	0.845
On the Job opportunity	OJO1	0.691
	OJO2	0.866
	OJO3	0.924
	OJO4	0.922
	OJO5	0.770
Employee skill Development	ED1	0.885
	ED2	0.924
	ED3	0.897
	ED4	0.684
Employee's Positive Attitude towards Organization	PAO1	0.933
	PAO2	0.934
	PAO3	0.939
	PAO4	0.909
	PAO5	0.808

The goodness of fitness coefficients was estimated for CFA and SEM using the method of maximum likelihood (ML) estimation (Fabrigar, MacCallum, Wegener, & Strahan, 1999). The CFA 'model minimum' was identified with  $\chi^2 = 603.537$ ,  $df = 164$ , and  $p < 0.05$ . The goodness of fit indices for the model Managing EPAO were:  $CMIN/DF = 3.680$ ,  $GFI = 0.873$ ,  $AGFI = 0.838$ ,  $NFI = 0.929$ ,  $IFI = 0.947$ ,  $TLI = 0.938$  &  $CFI = 0.947$  and  $RMSEA = 0.079$ . As most of the indices satisfy the threshold for CFA, the hypothesized model was tested (Fig. 2). The hypothesized model was successfully identified with  $\chi^2 = 2.034$ ,  $df = 1$ ,  $p > 0.05$ . The hypothesized model (managing EPAO) was accepted as the criteria for model fitness,  $CMIN/DF = 2.034$ ,  $FI = 0.998$ ,  $AGFI = 0.976$ ,  $NFI = 0.996$ ,  $IFI = 0.998$ ,  $TLI = 0.988$  &

$CFI = 0.998$  and  $RMSEA = 0.049$  was satisfactory.

**Table 6:** Model Fit Indices for Managing employee's positive attitude towards organization

Fit indices	CFA	SEM
Chi-square	$\chi^2 = 603.537$ , $df = 164$ , $p < 0.05$ .	$\chi^2 = 2.034$ , $df = 1$ , $p > 0.05$
CMIN/DF	3.68	2.034
GFI	0.873	0.998
AGFI	0.838	0.976
NFI	0.929	0.996
IFI	0.947	0.998
TLI	0.938	0.988
CFI	0.947	0.998
RMSEA	0.079	0.049.



**Fig. 1:** Result of CFA of Managing EPAO

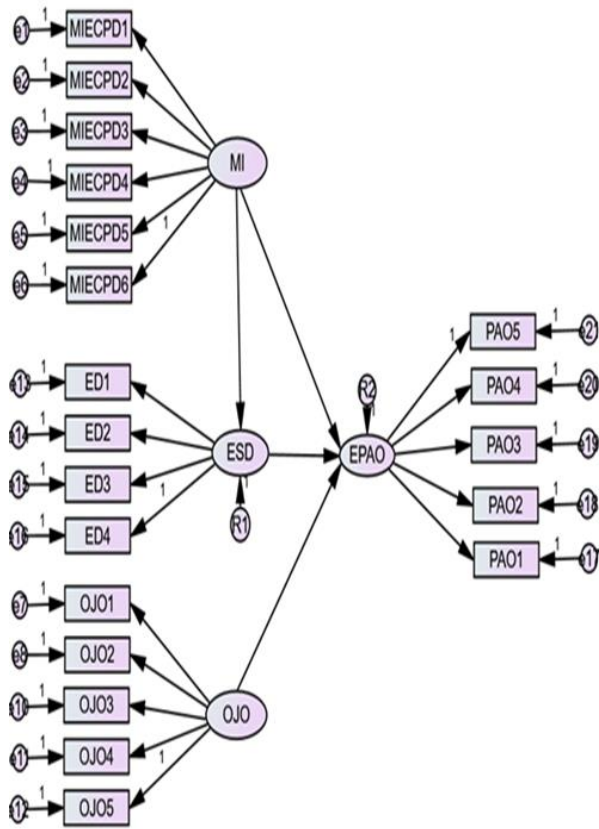


Fig. 2: Structural equation model of EPAO

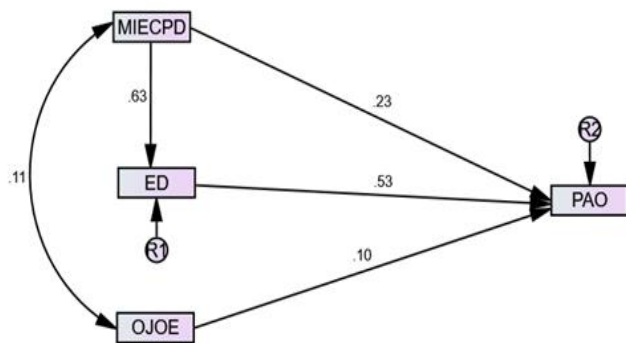


Fig. 3: Result for the structural equation model of Employee's Positive Attitude towards Organization

**REGRESSION ANALYSIS IN STRUCTURAL EQUATION MODEL**

Regression values in the SEM (structural equation model) supports all the hypothesis (see Table 7). The impact of 'manager's involvement in employee's career planning and development' on 'employee's development' and on 'employee's positive attitude towards organization' was significant at  $p < 0.005$ , critical ratio  $> 1.96$  and beta value,

$\beta = 0.42$  &  $0.214$ , respectively. Highest effect was reported between employee development and positive attitude towards organization at  $\beta = 0.743$ . Opportunity at work given to employees reported significance towards positive attitude towards organization,  $\beta = 0.111$ ,  $p < 0.05$ ,  $CR > 1.96$ .

**Table 7:** Regression analysis estimates in structural equation model for managing EPAO.

Endogenous	Exogenous	Unstandardized Estimate	Standardized Estimate	Standard Error	Critical ratio	P (probability value)
MIEC PD	E D	0.42	0.631	0.025	16.789	***
ED	P A O	0.743	0.533	0.061	12.261	***
MIEC PD	P A O	0.214	0.203	0.041	5.273	***
OJOE	P A O	0.111	0.097	0.039	2.855	0.004

\*\*\* p value  $< 0.001$

**DISCUSSION AND IMPLICATIONS**

The EFA, CFA and SEM analysis show that manager's involvement in employee's career planning & development, employee development and opportunity given at workplace have a positive impact on employee's positive attitude towards organization. The strengths of MIECPD, ED & OJOE towards positive attitude have values of  $\beta = 0.230$ ,  $0.533$  &  $0.097$  respectively. Manager's involvement in employee's career planning and development has a greatest effect on employee development,  $\beta = 0.631$ . Employee development has the greatest effect on employee's positive attitude towards organization,  $\beta = 0.533$ . The indirect effect of MIECPD on EPAO is the product of the direct effect of MIECPD ON ED and ED ON EPAO ( $0.631 * 0.533$ ) which is  $0.334$ . The direct effect of MIECPD on PAO is  $0.230$ , which is less than that of the mediation effect of employee development. Hence, we can say that manager's involvement has an effect on building positive attitude towards organization. When employee development has positive outcome as a result of manager's support, it has a greater effect on PAO. It is important to create positive attitude as a stepping stone towards commitment, and loyalty as employee retention is of greater need.

The attrition rate of 21 % was due to lack of career development and a 11 % was due to lack of support from managers (Nelms, 2018). Many studies have been conducted on career development and study their effect on

motivation, commitment and employee retention. Our study emphasizes the role of manager's involvement in career planning and development in building a positive attitude. The findings contribute to the psychological and human resource literatures. Organizations are largely based on their tangible human asset and this study conveys that human assets could be managed through psychological approach.

### LIMITATION AND RESEARCH GAP

This study was conducted only among professionals from the Information Technology (IT) sector. We included both males and females in the study. A separate study could be conducted to understand the difference in the attitude of the two categories (men and women) and to understand which category is more vulnerable to career development, without manager's support. The investigation should be extended to other industries, to generalize the findings.

### CONCLUSION

This research was undertaken with the intention of probing the effect of manager's support in developing employees' positive attitude towards organization. The four-hypotheses formulated in the study proved that positive correlations exist among:

(i) manager's involvement in employees career planning and development (MIECPD) and employee's development (ED), (ii) manager's involvement in employees career planning and development and employee's positive attitude towards organization (PAO) (iii) employee development and employees' positive attitude towards organization and (iv) on-the job opportunity for employees (OJOE) and employee's positive attitude towards an organization.

The effect of MIECPD on ED and ED on EPAO is greater compared to the effect of MIECPD on PAO. We can also conclude that on-the job opportunity showed a low effect on PAO. EFA was conducted to identify the structure of relationship between variables and CFA to confirm the identified structure of data. Structural equation model was used to test the model for managing employees' positive attitude towards organization and it was found to be a fit model as all the criteria of fit indices was met. Organizations who are eager to create positive attitudes among employees towards the organization would be successful with positive human asset.

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